

Seattle City Employees' Retirement System

Mission, Vision, Values, and Goals

Mission

To fulfill the promise to deliver the retirement benefits our members have earned.

Vision

SCERS is a trusted, financially strong institution whose members receive their retirement benefits through exceptional customer service.

Values

Excellence: We strive to produce the best outcomes for our members while fostering the human resources and the quality of the processes we need to reach these outcomes.

Stewardship: We safeguard the information and resources entrusted to us by our members and also care for and cultivate our team to best meet our commitments.

Integrity: We bring the highest level of transparency, respect, fairness and equity to all our interactions with our members, stakeholders, and ourselves.

Accountability: We own our commitments, and we take responsibility for the personal growth necessary to continue to meet these commitments.

Service: We dedicate ourselves to meeting the needs of and creating the best experience for our members in their interactions with the Retirement System. We are considerate and understanding of our members and of each other.

Cooperation: We prioritize the sharing of information and resources to create a stronger team and become a more effective service provider.

Trust: We cultivate trust at every level of the organization in order to uphold our integrity, to create a safe environment for risk and innovation, and to bring out the best in each other.

Goals

Goal #1: Deliver outstanding customer service to members and beneficiaries.

- Initiative: Implement an automated case management and workflow tracking system.
- Initiative: Evaluate and improve member communications (written, electronic, and verbal).
- Initiative: Undertake business process optimization for critical office functions.
- Initiative: Clearly document procedures for critical office functions.
- Initiative: Enhance information sharing and exchange within the core operations team to increase the knowledge, expertise, and innovative capacities of all team members.

Goal #2: Implement technology based solutions that provide the accurate and timely information needed to advance SCERS business goals and that work in harmony with users.

- Initiative: Increase robustness and functionality of the Oracle based RIS II system.
- Initiative: Identify and correct data inconsistencies and gaps in existing systems.
- Initiative: Convert the system's paper records to an electronic format that is organized, centralized, and standardized.
- Initiative: Procure and begin implementation of a modern pension administration system.
- Initiative: Implement the SharePoint 365 to improve the access to and sharing of information.

Goal #3: Manage the fund to achieve and maintain a strong and secure financial position.

- Initiative: Continue the transition to NEPC, SCERS' new Investment Consultant.
- Initiative: Recruit and hire a Chief Investment Officer.
- Initiative: Revise the investment policies to align with board policy and with best practices.
- Initiative: Work with the investment consultant and actuary to re-evaluate both the asset/liability study and asset allocations.
- Initiative: Further restructure asset classes to create more diversity in our portfolio and achieve higher expected earnings.

Goal #4: Foster an integrated organizational culture of trust, innovation, and engagement that embodies our values.

- Initiative: Undertake a culture change process to activate staff participation and ownership and to deepen respect for each other.
- Initiative: Expand the quantity and quality of board/staff interaction and information sharing.
- Initiative: Implement annual performance reviews, both at the staff and the organizational level.
- Initiative: Establish metrics for periodic "dashboard" reporting to the Board of investment performance and operations.
- Initiative: Activate and fully pursue these goals.